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PERSONNEL RESEARCH SERIES
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PRS

PERSONNEL FLOW IN USDA

Albert S. Glickman

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Albert S. Glickman

Personnel Research Staff

Office of Personnel

United States Department of Agriculture

Washington, D. C.

Report 63-1

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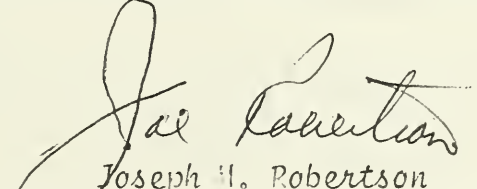
FOREWORD

This report, "Personnel Flow in USDA," is the first research report from the recently created Personnel Research Staff in the Office of Personnel. It is the first of a series that will offer the results of the considerable variety of personnel management research projects in which our industrial psychologists will be engaged in collaboration with the offices and agencies of the Department of Agriculture.

I believe the Personnel Research Staff can make a real and lasting contribution to this Department. The increased application to management problems of the same kinds of disciplined thinking and scientific technologies that have earned for us a position of leadership in many areas of the physical and biological sciences is long overdue in USDA.

As in this instance, I expect our personnel management research efforts to provide us with information that has not been available to us before or analyzed in such ways as to offer new insights to us. I do not expect that any one of us believes that research results will provide neat and complete answers to our management problems. Perhaps the greatest benefits will come from the stimulus new information provides to administrators and executives to reexamine our established concepts and the ways in which we have operated to see if different concepts and better methods can be applied to improve the accomplishment of our aims and purposes.

I commend the present report to you as a step in that direction. I solicit your interest in those to come. I urge each reader to subject the information presented to his own unique, careful, and penetrating study in order to see if it offers to him an idea on how to carry out his missions more successfully.


Joseph H. Robertson
Administrative Assistant Secretary

SUMMARY AND HIGHLIGHTS

This research was undertaken to tell us "where people come from" to fill positions in USDA, and "where people go to" who change positions, in order to reflect current career patterns in USDA, and to provide a benchmark for measuring the effects of career programs that would be subsequently instituted.

Information was obtained on a 10% sample of personnel actions that involved a change of position by a permanent, full-time employee, in a GS series, during Fiscal Year 1962.

MAJOR CHARACTERISTICS OF PERSONNEL FLOW

Those Who Entered and Those Who Left USDA: Overall

6,700 entered; 6,600 left.

5,700 entered USDA from non-federal sources.

1,000 employees came from other federal agencies; 1,000 went to other federal agencies.

2,100 losses were accounted for by "involuntary" departures; deaths, retirements, reductions in force, dismissals, and military service.

3,500 left the Federal Service altogether.

Those Who Entered and Those Who Left: By Grade Level

About 30% of those who entered and 30% of those who left USDA "voluntarily" were employed in Grades 7 through 18.

The grade level of people who left USDA for other federal agencies tended to be higher than the grade level of those who came to USDA from other federal agencies.

Those Who Moved Within and Between USDA Agencies

At Grades 7 and above, 1.6% of advancements and 6.7% of lateral changes in positions involved a move from one agency to another in USDA. The relative rate of interagency mobility did not reach appreciable proportions until the higher ranks (GS-13 and 14).

Questions

Can we and should we reduce the number of voluntary departures of personnel from USDA?

Can we and should we increase the ratio of number of gains from other federal agencies to losses to other federal agencies? The ratio of average grade of gains to losses?

Is the amount of movement of personnel between agencies greater or less than it should be?

Would a "transfer roster," listing USDA personnel seeking relocation, be a good thing?

FURTHER STUDY OF PERSONNEL FLOW FROM AND TO USDA AGENCIES

Those Who Entered and Those Who Left USDA: By Agency

Of those employees who entered USDA, 16% came from another federal agency or had reemployment rights. Of the six largest agencies only AMS departed appreciably from this figure (10%).

Of those who left USDA, 52% left the Federal Government and 16% went to another federal agency. ARS and FS were highest in percentage of losses who left federal employment (58%); FHA was lowest (42%). AMS had the greatest proportionate loss to other federal agencies (23%); SCS the least (12%).

The 14 smaller agencies account for less than 10% of USDA employees. They received about 70% of the persons involved in interagency movements. They accounted for over 40% of the losses from one agency to another.

Questions

Do the differences among agencies in the patterns of gains and losses of personnel provide any clues that might be helpful to agency and Department management?

What steps are necessary to provide for most effective integration of career programs affecting large and small agencies?

TABLE OF CONTENTS

	<u>Page</u>
Summary and Highlights	iii
Purpose	1
Questionnaire Administration	2
Sample Characteristics	7
Major Characteristics of Personnel Flow	7
Those Who Entered and Those Who Left USDA: Overall	7
Those Who Entered and Those Who Left: By Grade Level	9
Those Who Moved Within and Between Agencies	13
Further Study of Personnel Flow from and to USDA Agencies	15
Those Who Entered and Those Who Left USDA: By Agency	15
Those Who Moved Between Agencies	17
Those Who Moved Between Series	21

LIST OF EXHIBITS

	<u>Page</u>
1. Personnel Flow Questionnaire 1	3
2. Personnel Flow Questionnaire 2	4
3. Estimated Position Changes of Permanent, Full-Time GS Series Personnel in USDA During FY 1962	5
4. FY 1962 Personnel Flow in USDA	6
5. Grade Level Analysis of USDA Employees Who Entered and Left (Voluntarily) in FY 1962	8
6. Cumulative Grade Level Analysis of USDA Employees Who Entered and Left (Voluntarily) in FY 1962	10
7. Advancements and Lateral Changes Within and Between USDA Agencies	12
8. Some Analyses of Movements Into and Out of USDA for the Six Largest Agencies	14
9. Number and Percent of All Personnel Actions Involving "Losses to" and "Gains from" Other USDA Agencies	16
10. Summary of Changes Among Agencies, GS-7 and Above, FY 1962	18
11. Major Series That Drew 20% or More from Other Series by Grade Level	20
12. Series in Which Larger Percentages of Interagency Transfers Occurred	22
13. Data Processors - Sources of Personnel Involved in Position Changes During FY 1962, by Classification	23
14. Personnel Officers - Sources of Personnel Involved in Position Changes During FY 1962, by Classification	25

PERSONNEL FLOW IN USDA

PURPOSE

The work reported here grew out of the deliberation of a task force appointed by the Director of Personnel to explore the possibility of developing a career planning program for the Department of Agriculture.

Members of this task force, now redefined as the MOHR Steering Committee, are:

- C. O. Henderson, Assistant Director of Personnel, USDA (Chairman)
- A. S. Glickman, Chief, Personnel Research Staff, USDA
- H. R. Peecksen, Chief, Examination and Employment Division, USDA
- V. C. Mohagen, Personnel Director, Soil Conservation Service
- J. A. Sommerville, Personnel Director, Farmers Home Administration
- C. K. Lyman, Personnel Director, Forest Service
- G. B. Edwards, Assistant Personnel Director, Agricultural Research Service

To provide the Committee with some empirical facts concerning the present picture of personnel movement in the Department of Agriculture, there existed a need to know

"where people come from" to fill positions in USDA, and

"where people go to" who change positions.

Such information was expected to be useful

as a reflection of current career patterns in USDA, and

to provide a benchmark for measuring the effects of career programs that might subsequently be instituted.

QUESTIONNAIRE ADMINISTRATION

To obtain the necessary information, a two-part "Personnel Flow Questionnaire" was prepared (Exhibits 1 and 2). It was distributed to Agency Personnel Directors on August 28, 1962 with a return due date of October 15, 1962.

A sample of approximately ten percent of personnel actions was obtained by requesting data on those people whose date of birth (day of the month) ended in the number 5.

The data were obtained for those actions that involved

a permanent change in the incumbency of a position of permanent, full-time personnel, in GS series

in the year July 1, 1961 through June 30, 1962.

Form 1 was completed for each employee

who was already with USDA, and

who entered a position in an agency, including both employees

who came from another agency of USDA, and

who moved from one position to another in a given agency

(e.g. by promotion, transfer or reclassification).

Form 2 was completed for each employee

who came from outside USDA to enter a position, or

who left USDA.

Exhi

PERSONNEL FLOW (C)

CSC Code

For Employees Entering Positions
from within USDA

CSC Code

[illegible]

Reporting Agency

CSC Code

[illegible]

QUESTIONNAIRE ADMINISTRATION

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The data were obtained for those actions that involved

- a permanent change in the incumbency of a position of permanent, full-time personnel, in GS series

- in the year July 1, 1961 through June 30, 1962.

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- who entered a position in an agency, including both employees

- who came from another agency of USDA, and

- who moved from one position to another in a given agency

- (e.g. by promotion, transfer or reclassification).

Form 2 was completed for each employee

- who came from outside USDA to enter a position, or

- who left USDA.

For Employees Entering Positions
from within USDA

Identification of Present Position

[illegible]

For Employees Entering or Leaving <u>USDA</u>	If Employee Entered <u>USDA</u> , Check One	If Employee Left <u>USDA</u> , Check One
1. Name of employee		
2. Position		
3. Date of entry or departure		
4. Reason for entry or departure		
5. Signature of official		
6. Date of signature		

[illegible]

Exhibit 3

ESTIMATED POSITION CHANGES OF PERMANENT, FULL-TIME
GS SERIES PERSONNEL IN USDA DURING FY 1962

Estimated average number of permanent, full-time, GS series personnel		60,000
Total position changes		35,500
Entered USDA		6,700
From other federal agency or reemployment	1,000	
From outside federal government and "other"	5,700	
Within USDA		22,200
Advancement	16,700	
Lateral	5,500	
Left USDA		6,600
To other federal agency	1,000	
Outside federal government	3,500	
Died, retired, RIF, dismissed, or to military	2,100	

4

For Employees Entering or
Leaving USDA

If Employee Left USDA,
Check One

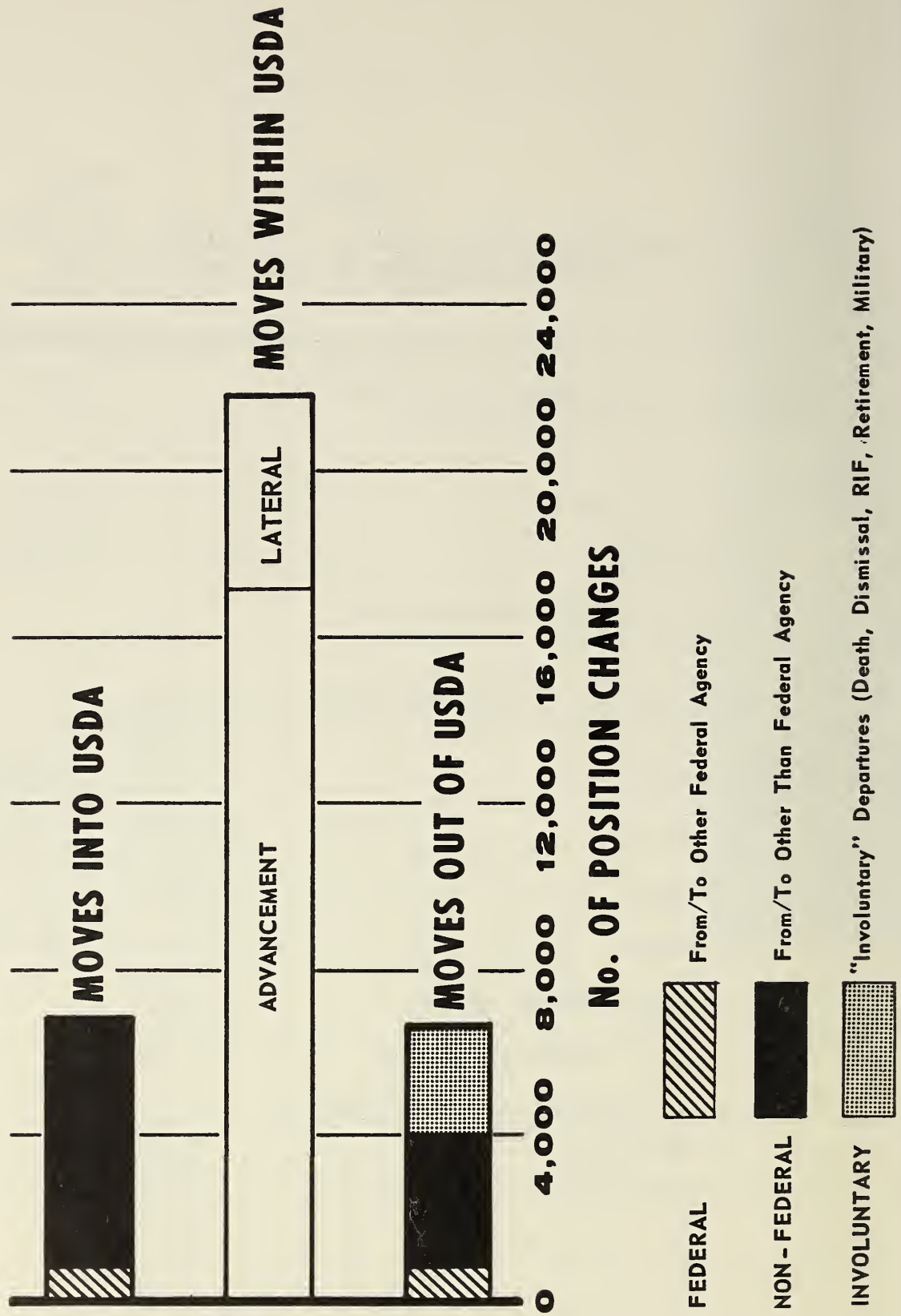
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Advancement	16,700	
Lateral	5,500	
Left USDA		6,600
To other federal agency	1,000	
Outside federal government	3,500	
Died, retired, RIF, dismissed, or to military	2,100	

EXHIBIT 4
PERSONNEL FLOW IN USDA FY 1962



SAMPLE CHARACTERISTICS

Exhibits 3 and 4 provide the estimates of position changes of permanent, full-time, GS series personnel. For FY 1962 the average number of such people in the Department was 60,000. Records of about 3,550 representative personnel actions samples provided the basis for estimation of the distribution of the total of approximately 35,500 position changes. In the course of the year there was in excess of one change action for every two persons. (Note: Some people could be involved in more than one change.)

MAJOR CHARACTERISTICS OF PERSONNEL FLOW

Those Who Entered and Those Who Left USDA: Overall

Just about as many people entered the Department as left it. The books are in balance. The validity of our sampling appears to be supported by known facts:

6,700 entered;

6,600 left.

Most of the input to USDA came from non-federal sources--5,700.

The Department broke even on number of people "exchanged" with other federal agencies:

1,000 employees came from other federal agencies;

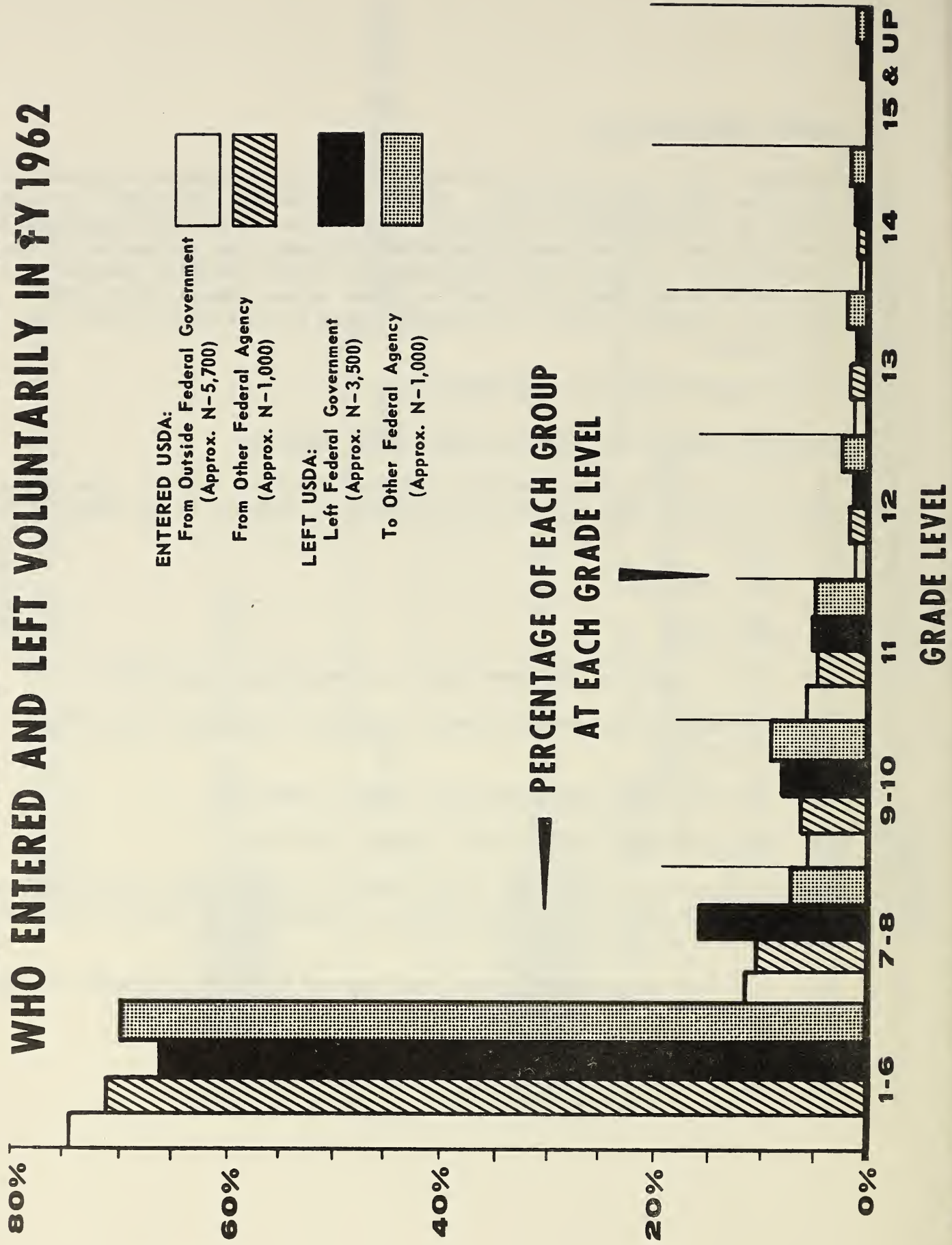
1,000 employees went to other federal agencies.

Slightly less than one-third of all losses were accounted for by "involuntary" departures; deaths, retirements, reductions in force, dismissals, and military service--2,100.

More than half of all losses left the Federal Service altogether--3,500.

EXHIBIT 5

GRADE LEVEL ANALYSIS OF USDA EMPLOYEES WHO ENTERED AND LEFT VOLUNTARILY IN FY 1962



Those Who Entered and Those Who Left: By Grade Level

Shifting to Exhibit 5 for a further breakdown of input and output by grade level, exclusive of "involuntary" departures, the dominant impression is that the percentage patterns are essentially similar for the four categories of information.

About 70% of those who entered USDA, either from another federal agency or from outside the government, were employed in Grades 1 through 6.

About 70% of those who left USDA, either for another federal agency or who left the government, were employed in Grades 1 through 6.

A similar picture exists for Grades 7 and up.

However, there are a few differences that may be useful to note from our bar graphs.

At Grade 7 (there were very few Grade 8 cases) about twice as many people left federal employment as transferred to other federal agencies.

But, at Grades 9 and 11 (there were very few Grade 10 cases), the percentages of people who left was very nearly the same in both directions.

While, at Grade 12 and up (there were very few Grades 16-18), those who left preponderantly headed for other federal positions.

Exhibit 6

CUMULATIVE GRADE LEVEL ANALYSIS OF USDA EMPLOYEES
WHO ENTERED AND LEFT (VOLUNTARILY) IN FY 1962

GS	E N T E R E D USDA:			L E F T USDA:		
	From Outside	From Other	Total	Left Fed.	To Other	Total
	Fed. Govt.	Fed. Agency		Govt.	Fed. Agency	
	(N=5,700)	(N=1,000)	(N=6,700)	(N=3,500)	(N=1,000)	(N=4,500)
	cum. %	cum. %	cum. %	cum. %	cum. %	cum. %
15 & up	0.0	0.0	0.0	0.6	0.9	0.7
14	0.2	0.8	0.3	1.4	1.9	1.6
13	1	2	1	3	5	3
12	2	5	3	4	8	5
11	7	9	8	9	13	10
9-10	13	17	14	17	22	19
7-8	26	28	27	34	30	33
1-6	100	100	100	100	100	100

Exhibit 6 brings out the same trends by showing in a cumulative fashion, starting at the top grades, the percentages of each of the four categories of personnel input and output accounted for at the several grade level "cutting points." It also gives comparable figures for "Total Entered" and "Total Left" (voluntarily). Some additional aspects of the pattern of losses are brought out by further inspection of this table.

It shows for those who left that:

a greater percentage of those who left the Federal Government from USDA tended to come from the lower grades than from the higher grades;

a greater percentage of those who went to other federal agencies from USDA tended to be drawn from the higher grades than the lower grades;

about one-third of both of these two groups, 1,500, were employed at USDA in Grades 7 and above;

about one-fifth, 850, at Grades 9 and above;

about one-tenth, 450, at Grades 11 and above;

about one-twentieth, 220, at Grades 12 through 18.

It shows that those who went to other federal agencies from USDA were, on the average, at a level somewhat higher than those who came to USDA from another federal job.

It shows that those who entered USDA from previous federal employment were likely to be higher in grade than those who came from outside of the Federal Government.

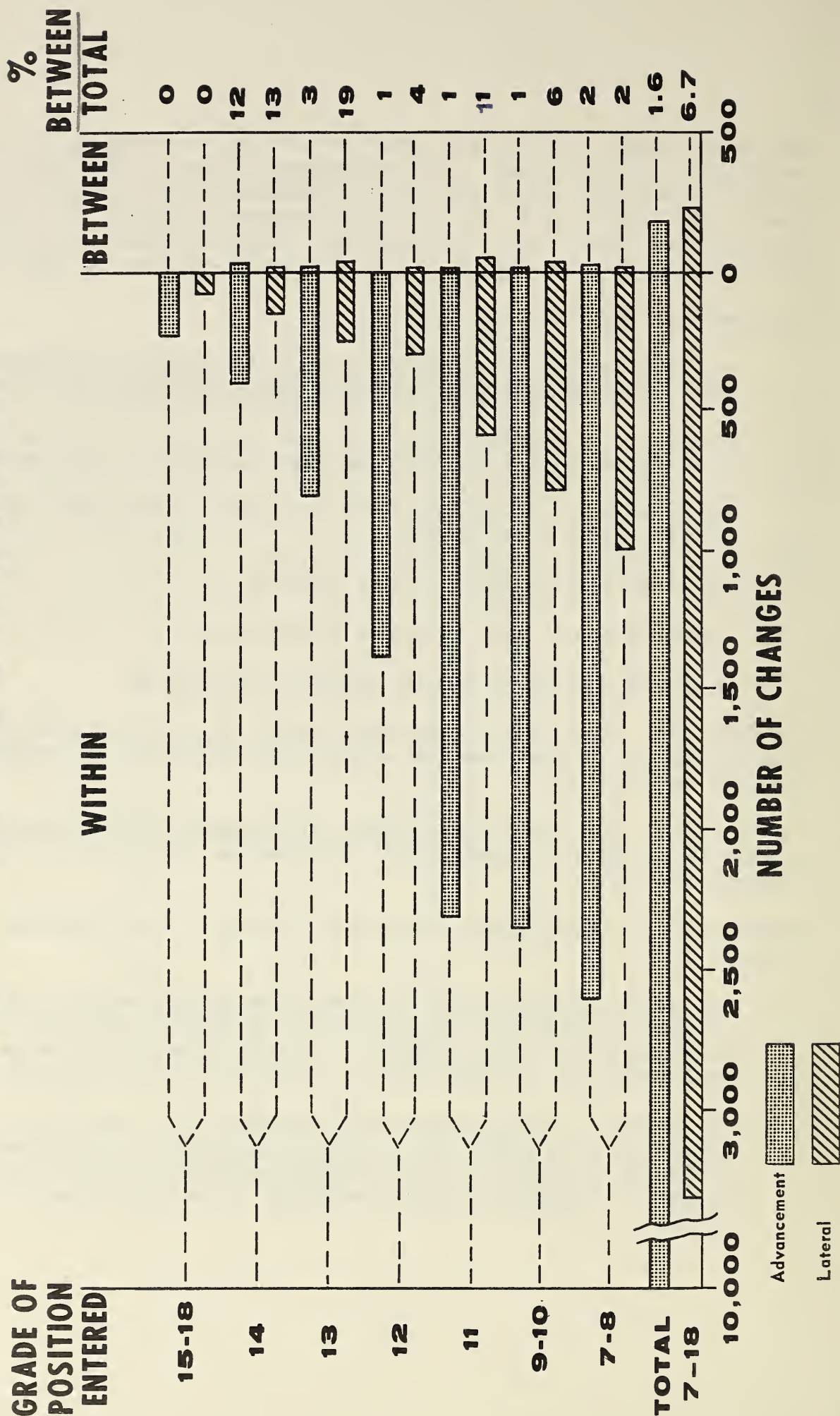
Summarizing the outstanding features of the data in this section, it appears that:

the longer a person stays in federal employment and the higher the position he achieves, the greater is the "holding power" of Federal employment--i.e., the greater is the likelihood that changes in employment that he makes will be within the Federal Service;

Agriculture, a long established Department with a relatively stable growth rate, is more likely to serve as a source of experience for other agencies than it is to recruit experienced people from other agencies. (Remember that the exchange in absolute numbers is about equal.)

EXHIBIT 7

ADVANCEMENTS AND LATERAL CHANGES WITHIN AND BETWEEN USDA AGENCIES



Those Who Moved Within and Between Agencies

For all grades (see Exhibits 1 and 2) there were approximately 22,200 of these changes--16,700 advancements and 5,500 lateral changes.

Advancements involved promotion to a higher grade;

Laterals involved movements at the same grade to a different position in the same agency or in another USDA agency, or changes in occupational series classification.

To find out what happened to people at Grades 7 and above, we refer to Exhibit 7. It shows graphically the numbers involved at each grade. The right-hand column shows the percent of moves from one agency to another.

At Grades 7 and above there were about 10,000 advancements and 3,250 laterals.

Perhaps of greatest interest here is the comparison of changes within and between agencies of USDA.

Despite the fact that there were about three times as many advancements as laterals, the gross number of lateral changes between agencies is greater than advancements.

Percentagewise, 1.6% of advancements and 6.7% of laterals involved a change in employing agency.

(Note: Our data do not permit determination of the number of laterals that were part of "routine" reorganizations or reclassifications, or that were made with a "promise" of advancement.)

The highest percentages of lateral mobility are 19% at Grade 13, 13% at Grade 14, and 11% at Grade 11.

12% at Grade 14 is the only relatively high percentage for between agency moves involving advancement.

Summarizing, it appears that the relative rate of interagency mobility did not reach appreciable proportions until the higher ranks (GS-13 and 14).

These figures do not tell us whether the degree of mobility that exists at present is more or less than desirable or optimum, but they can perhaps serve as a basis upon which management judgment on this point can be exercised.

Exhibit 8

SOME ANALYSES OF MOVEMENTS INTO AND OUT OF USDA FOR THE
SIX LARGEST AGENCIES

AGENCY	% Entered USDA from:		% Left USDA to:			Total Left Total Entered
	2 + 3*	1 + 4 + 5*	1 + 2 + 3 + 4 + 7 + 8*	5*	6*	
AMS	10%	90%	28%	49%	23%	.79
ARS	16%	84%	29%	58%	13%	.74
ASCS	16%	84%	37%	50%	13%	1.96
FHA	14%	86%	42%	42%	16%	.75
FS	16%	84%	26%	58%	16%	.88
SCS	15%	85%	42%	46%	12%	1.28
USDA TOTAL	16%	84%	32%	52%	16%	.98

*Data Code:

Employee entered USDA:

1. from outside fed. gov't
2. from another fed. agency
3. with reemployment rights
4. no information available
5. other

Employee left USDA:

1. died
2. retired
3. dismissed
4. military service
5. left fed. gov't
6. to another fed. agency
7. no information available
8. other

FURTHER STUDY OF PERSONNEL FLOW FROM AND TO USDA AGENCIES

To provide additional understanding, in this part we make some closer study of the agencies most frequently involved in exchanges of personnel.

Those Who Entered and Those Who Left USDA: By Agency

Exhibit 8 shows that during FY 1962, 16% of the total Department input came from other federal agencies (a small number of people with reemployment rights is included in this category).

The flow out of USDA is broken down into three categories:

- 52% who left federal employment,
- 16% who moved to another federal agency,
- 32% others.

As noted earlier, input from and outgo to other federal agencies were numerically equivalent.

Looking at the six largest agencies it can be seen that:

AMS had markedly below the typical input from other federal agencies and above the average in losses to other federal agencies;

ARS substantially exceeded the average in percentage of its people who left federal employment voluntarily;

ASCS losses (which included the only substantial number of RIFs reported) were somewhat above average in the "involuntary and other" categories;

FHA had a high proportion of "involuntary and other" losses and a correspondingly low proportion of losses of those who left the Federal Government;

FS losses were higher than typical among those who left federal employment and lowest of all in the "involuntary and other" category;

SCS losses to other federal agencies and to outside of Federal Government were below the average, but high in the "involuntary and other" category.

Computing ratios of total outflow to inflow, it is seen in the last column that in relative terms ASCS and SCS were the prime losers and ARS and FHA were the chief gainers of personnel from non-USDA sources.

Exhibit 9

NUMBER AND PERCENT OF ALL PERSONNEL ACTIONS INVOLVING
 "LOSSES TO" AND "GAINS FROM" OTHER USDA AGENCIES

AGENCY	Losses		Gains	
	N	%	N	%
AMS	70	3	40	2
ARS	110	2	70	1
ASCS	210	9	60	3
FHA	20	2	50	5
FS	40	1	10	0
SCS	40	1	10	0
CEA	10	33	10	33
CSESS	10	100	10	100
ERS	80	24	140	36
FAS	30	16	160	50
FCIC	50	18	40	15
FCS	30	43	10	20
FES	10	25	0	0
INF	10	11	10	11
LIB	10	20	10	20
MOS	10	9	40	29
OGC	10	10	10	10
REA	10	2	40	6
SEC	50	24	120	43
SRS	60	17	30	9
TOTAL	870	4	870	4

Those Who Moved Between Agencies

We next compare the "Big Six" with the smaller agencies in terms of percent of "losses to" and "gains from" other USDA agencies during FY 1962. Reference is made to Exhibit 9.

Higher mobility characterized situations where smaller agencies were involved.

The overall percentage of actions that involved interagency moves, advancement and lateral combined, was 4%.

Among the Big Six, that figure was exceeded in the "loss" column only once (ASCS- 9 %) and in the "gains" column also once (FHA-5%).

Among the 14 smaller agencies, the 4% figure is exceeded 13 times in the "loss" column and 13 times in the "gains" column.

Interpretation of the situation can be aided by introducing supplementary data here.

The 14 smaller agencies accounted for less than 10% of USDA employees.

They account for about 70% of the persons received in interagency movements.

They accounted for over 40% of the losses from one agency to another.

From this it would appear that the larger agencies are very nearly self-sufficient in providing for their career programs. For all practical purposes, after the cases involving smaller agencies are put aside, the number remaining among the larger agencies is inconsequential.

The smaller agencies, in order to develop meaningful career structures for their personnel, must depend upon other Agriculture agencies to provide them with a great part of their input of careerists as well as to provide further development opportunities for the output of many careerists. This relatively greater dependence of the smaller agencies upon interagency personnel mobility will, of course, require attention in the development of an integrated career program for the Department of Agriculture.

Exhibit 10

SUMMARY OF CHANGES AMONG AGENCIES, GS-7 AND ABOVE, FY 1962

(First entry is grade, followed by number of sample cases in parenthesis.)

LOSING AGENCY		G A I N I N G A G E N C Y										TOTAL		
		SEC	AMS	ARS	ASCS	FHA	FCIC	FAS	OGC	REA	ERS	SRS		
AMS	Adv													
	Lat				7(1)							11(1)		2
ARS	Adv										13(1)			1
	Lat				13(2)						13(1)			3
ASCS	Adv					14(2)	7(2)				11(1)			5
	Lat	11(2)	7(1)				11(2)	13(2)						7
FS	Adv	7(1)												1
	Lat								9(1)					1
SCS	Adv	12(1)				7(1)								2
	Lat													
CEA	Adv			11(1)										1
	Lat													
ERS	Adv							14(2)						2
	Lat							11(2)						
	Lat							14(2)						4
FCIC	Adv							11(2)						2
	Lat										9(2)			2
FCS	Adv				13(1)									1
	Lat							12(1)						1
SEC	Adv		9(1)			14(1)				9(1)				3
	Lat													
SRS	Adv													
	Lat										9(2)			2
TOTAL	Adv	2	1	1	1	4	2	4		1	2			18
	Lat	2	1		3		2	7	1		5	1		22

Some additional detail is provided in Exhibit 10. Tabulated there are the grades (after transfer) of all those members of our sample involved in lateral and advancement moves from one agency to another. Because the numbers involved in this table are small, the reliability of interpretation is quite limited. Hence, the following observations can only be regarded as a basis for speculation.

Taking both laterals and advancements into account:

the main "suppliers" of middle and upper grade talent were ASCS followed by ERS;

the chief "receivers" were FAS and ERS. (The latter picked up almost as many as it lost, but typically at lower grades.)

Taking only advancements into account:

ASCS and the Office of the Secretary were the major suppliers;

FAS and FHA were the lands of opportunity;

employment in the Secretary's Office involved a good likelihood of promotion whether one moved into or out of it.

The greatest net benefit on exchange went to:

	Present Series	% of
301 - General Clerk	38	14
312 - Clerk-Stenographer	31	6
318 - Secretary	52	10
322 - Clerk-Typist		
341 - Administrator		
355 - Calculating		
454 - Range Conservation		
456 - Forest and Range		
458 - Soil Conservation		
462 - Forestry Technician		
499 - Biological Technician		
802	29	6
810	43	9
1146	35	7
1531	42	8
1980	24	5

Exhibit 10

SUMMARY OF CHANGES AMONG AGENCIES, GS-7 AND ABOVE, FY 1962

(First entry is grade, followed by number of sample cases in parenthesis.)

LOSING AGENCY	G A I N I N G A G E N C Y										TOTAL	
	SEC	AMS	ARS	ASCS	FHA	FCIC	FAS	OGC	REA	ERS		SRS
AMS Adv												
Lat				7(1)							11(1)	2
ARS Adv										13(1)		1
Lat				13(2)						13(1)		3
ASCS Adv					14(2)	7(2)				11(1)		5
Lat	11(2)	7(1)				11(2)	13(2)					7
FS Adv	7(1)											1
Lat								9(1)				1
SCS Adv	12(1)				7(1)							2
Lat												
CEA Adv			11(1)									1
Lat												
ERS Adv							14(2)					2
Lat							11(2)					
Lat							14(2)					4
FCIC Adv							11(2)			9(2)		2
Lat												2
FCS Adv				13(1)								1
Lat							12(1)					1
SEC Adv	9(1)				14(1)				9(1)			3
Lat												
SRS Adv												
Lat										9(2)		2
TOTAL Adv	2	1	1	1	4	2	4		1	2		18
Lat	2	1		3		2	7	1		5	1	22

Some additional detail is provided in Exhibit 10. Tabulated there are the grades (after transfer) of all those members of our sample involved in lateral and advancement moves from one agency to another. Because the numbers involved in this table are small, the reliability of interpretation is quite limited. Hence, the following observations can only be regarded as a basis for speculation.

Taking both laterals and advancements into account:

the main "suppliers" of middle and upper grade talent were ASCS followed by ERS;

the chief "receivers" were FAS and ERS. (The latter picked up almost as many as it lost, but typically at lower grades.)

Taking only advancements into account:

ASCS and the Office of the Secretary were the major suppliers;

FAS and FHA were the lands of opportunity;

employment in the Secretary's Office involved a good likelihood of promotion whether one moved into or out of it.

The greatest net benefit on exchange went to:

FAS with a gain of 11 and a loss of zero;

FHA with a gain of 4 and a loss of zero.

Exhibit 11

MAJOR SERIES THAT DREW 20% OR MORE FROM OTHER SERIES BY GRADE LEVEL
(% of N Drawn from Different Series)

N	16-18 % of N	15 % of N	14 % of N	13 % of N	12 % of N	11 % of N	9-10 % of N	7-8 % of N	5-6 % of N	1-4 % of N	Principle Sources Series & Grade											
46	50	2	50	6	22	9	12	8	36	11	0	3	30	10	14	7	49	39	71	51	322, 1-6	
49																					322, 1-4	
51																13	15	54	72	86	14	312, 1-6; 301, 5-8
59																					301, 7-12	
61																					499, 5-6	
65																					462, 1-10	
67																					322, 1-4	
68																					703, 11-12; 702, 11-15	
65																22	18	45	22	23	22	458, 1-8; 817, 1-8
63																					890, 7, 11, 13	
20		0	1	0	2	40	5	60	5	0	3					0	2	100	2			301, 12-13; 1151, 5-6
26																					355, 1-4	
41			0	1	0	2	100	1	0	5	17	12	28	18	100	2					1146, 7-10, 12	

Notes:

Clerical and Administrative
Grapher and Reporter

Executive Assistant and Officer
Machine Operator
Revolutionist
Range Fire Control
Aviation Technician
Technician
Science Student Trainee

501 - General Accounting Clerical and Administrative
701 - Veterinarian
702 - Veterinarian
703 - Veterinarian
802 - Engineering Technician
810 - Civil Engineering
817 - Surveying Technician
890 - Agricultural Engineering
1146 - Agricultural Marketing Specialist
1531 - Statistical Clerical
1980 - Agricultural Commodity Grading

Those Who Moved Between Series

The last analyses undertaken involved changes in occupational series. Because of the large number of series involved with this limited sampling of cases, again the interpretations must be treated with caution. The last two tables are offered to suggest techniques for exploiting such data rather than as a basis for firm conclusions at this time.

Exhibit 11 provides some information from our sampling of personnel actions on the major occupational series into which people moved when a change of series was involved. It shows for each of the "present series" entered, where 20% or more of the cases involved a change of series:

the total number of personnel actions involving that series and the percent of that number that came from a different series;

comparable data at each grade level category; and

the principal series and grades from which persons entered the present series, in the columns at the right.

Taking the second listed present series as an illustration, we read that in Series 312, 31% of the 99 people who entered a new or different position came from a different series. This group consisted of 12% of the 8 people in Grades 5 and 6, and 33% of the 91 people in Grades 1 through 4. Series 322 in Grades 1-4 accounted for the largest segment of the input.

Some of the indications of most interest may be found at Grades 7 and up.

The greatest number and percentage of series changes involved the Veterinary field.

At Grades 11 through 15 there was a major shift from Series 702 and 703 to 701 (reflecting the fact that in August of 1961, Series 702 and 703 were abolished).

Other relatively large shifts at Grades 7 and above involved

Series 341 (Administrative Officer and Assistant) which drew from Series 301 (General Clerical and Administrative);

Series 810 (Civil Engineering) which drew from Series 890 (Agricultural Engineering);

Series 1146 (Agricultural Marketing Specialist) which drew from Series 301 (General Clerical and Administrative) at Grades 12 and 13, and from abolished Series 1151 (Industrial Specialist) at Grades 5 and 6; and

Series 1980 (Agricultural Commodity Grading) which drew from Series 1146 (Agricultural Marketing Specialist).

Exhibit 11

MAJOR SERIES THAT DREW 20% OR MORE FROM OTHER SERIES BY GRADE LEVEL
(% of N Drawn from Different Series)

Present Series	% of N		16-18 % of N		15 % of N		14 % of N		13 % of N		12 % of N		11 % of N		9-10 % of N		7-8 % of N		5-6 % of N		1-4 % of N		Principle Sources Series & Grade
301	38	146	50	2	50	6	22	9	12	8	36	11	0	3	30	10	14	7	49	39	71	51	322, 1-6
312	31	99																	12	8	33	91	322, 1-4
318	52	101															13	15	54	72	86	14	312, 1-6; 301, 5-8
341	46	39							0	3	67	3	33	6	29	14	83	12	0	1			301, 7-12
454	33	21							25	4			0	1	0	2	0	7	86	7			499, 5-6
456	26	35											0	1	22	9	40	10	18	11	25	4	462, 1-10
501	54	37							0	1			0	1	0	3	62	8	36	11	85	13	322, 1-4
701	54	168			100	2	43	7	64	11	71	51	42	91	67	6							703, 11-12; 702, 11-15
802	29	65									0	1	0	2			22	18	45	22	23	22	458, 1-8; 817, 1-8
810	43	53					100	1	100	2	25	4	50	12	20	15	38	13	83	6			890, 7, 11, 13
1146	35	20			0	1	0	2	40	5	60	5	0	3			0	2	100	2			301, 12-13; 1151, 5-6
1531	42	26											100	1			0	3	10	10	75	12	355, 1-4
1980	24	41					0	1	0	2	100	1	0	5	17	12	28	18	100	2			1146, 7-10, 12

List of Series Titles:

301 - General Clerical and Administrative
 312 - Clerk-Stenographer and Reporter
 318 - Secretary
 322 - Clerk-Typist
 341 - Administrative Assistant and Officer
 355 - Calculating Machine Operator
 454 - Range Conservationist
 456 - Forest and Range Fire Control
 458 - Soil Conservation Technician
 462 - Forestry Technician
 499 - Biological Science Student Trainee

501 - General Accounting Clerical and Administrative
 701 - Veterinarian
 702 - Veterinarian
 703 - Veterinarian
 802 - Engineering Technician
 810 - Civil Engineering
 817 - Surveying Technician
 890 - Agricultural Engineering
 1146 - Agricultural Marketing Specialist
 1531 - Statistical Clerical
 1980 - Agricultural Commodity Grading

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Exhibit 11 provides some information from our sampling of personnel actions on the major occupational series into which people moved when a change of series was involved. It shows for each of the "present series" entered, where 20% or more of the cases involved a change of series:

the total number of personnel actions involving that series and the percent of that number that came from a different series;

comparable data at each grade level category; and

the principal series and grades from which persons entered the present series, in the columns at the right.

Taking the second listed present series as an illustration, we read that in Series 312, 31% of the 99 people who entered a new or different position came from a different series. This group consisted of 12% of the 8 people in Grades 5 and 6, and 33% of the 91 people in Grades 1 through 4. Series 322 in Grades 1-4 accounted for the largest segment of the input.

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At Grades 11 through 15 there was a major shift from Series 702 and 703 to 701 (reflecting the fact that in August of 1961, Series 702 and 703 were abolished).

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Series 1980 (Agricultural Commodity Grading) which drew from Series 1146 (Agricultural Marketing Specialist).

The three series involved most frequently in interagency transfers associated with series changes are shown in Exhibit 12 in which the percentages are translated in the same way as in Exhibit 11. (It might be noted that half of the transfers in the 117 series were from ERS to FAS.)

Exhibit 12

SERIES IN WHICH LARGER PERCENTAGES OF INTERAGENCY TRANSFERS OCCURRED

S E R I E S		T R A N S F E R S		
Present	Previous	%	of	n
117	117	32		37
318	312	17		30
318	318	21		40

List of series titles:

- 117 - Agricultural Economics
- 312 - Clerk-Stenographer and Reporter
- 318 - Secretary

Two additional demonstrations of applications of such information in the development of career programs are given on the following pages for "data processors" and "personnel officers" (Exhibits 13 and 14).

The three series involved most frequently in interagency transfers associated with series changes are shown in Exhibit 12 in which the percentages are translated in the same way as in Exhibit 11. (It might be noted that half of the transfers in the 117 series were from ERS to FAS.)

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S E R I E S		T R A N S F E R S		
Present	Previous	%	of	n
117	117	32		37
318	312	17		30
318	318	21		40

List of series titles:

- 117 - Agricultural Economics
- 312 - Clerk-Stenographer and Reporter
- 318 - Secretary

Two additional demonstrations of applications of such information in the development of career programs are given on the following pages for "data processors" and "personnel officers" (Exhibits 13 and 14).

Exhibit 13

"DATA PROCESSORS"

SOURCES OF PERSONNEL INVOLVED IN POSITION CHANGES DURING FY 1962, BY CLASSIFICATION
(10% Sample)

Series Entered	S E R I E S														Total
GS Level Entered	330	331	332	334	343	344	356	359	362	1520	1521	1529	1530	1531	
HIGH GS 12-18					343(9) 460(1)	344(1) 303(1)			312(1)				1530(4)		(17)
MED GS 7-11	359(1)	331(7) 359(1) 1146(1)		334(1) 331(1) 560(1)	301(1) 303(3) 334(1) 341(1)	301(2) 359(1) 362(1) 510(1)			362(3) 344(1)	1520(1)	1521(1)	1529(1)	1530(9) 117(1) 487(2) 1531(1)	1531(3) 1530(1)	(48)
LOW GS 1-6		322(1) 332(1) 963(1)	359(3)		117(1)	301(2) 318(1)	356(8)	359(4) 331(1)	362(1)					1531(12) 301(1) 312(1) 322(2) 355(5) 544(1)	(46)
TOTAL	(1)	(12)	(3)	(3)	(17)	(10)	(8)	(5)	(6)	(1)	(1)	(1)	(17)	(26)	(111)

Explanatory Note: At head of each column is series number of position into which person moved. The series from which people were drawn to fill the positions are listed in each column, grouped into three GS levels of positions entered. In parentheses are the number of cases involved in each instance (multiply by ten to get population estimate).

SERIES IDENTIFICATION

Economist	362 - EAM Project Planner, Supervisor, Program Supervisor
cal and Administrative	460 - Forestry
alyst (Abolished)	487 - Animal Husbandry
apher and Reporter	510 - Accounting
	544 - Time, Leave and Payroll
ter Systems Administration	560 - Budget Administration
ter Programmer	963 - Legal Instruments Examiner
ter Systems Operator	1146 - Agricultural Marketing Specialist
ter Systems Analyst	1520 - Mathematics
e Assistant and Officer	1521 - Mathematics Technician
alyst	1529 - Mathematical Technician
chnician	1530 - Statistician
achine Operator	1531 - Statistical Clerk
pervisor	
and Supervisor	

Exhibit 14

"PERSONNEL OFFICERS"

SOURCES OF PERSONNEL INVOLVED IN POSITION CHANGES DURING FY 1962, BY CLASSIFICATION
(10% Sample)

Series Entered	S E R I E S					Total
GS Level Entered	201	203	211	212	221	235
HIGH GS 12-18	201(5)					201(1)
MED GS 7-11	201(2) 301(1) 341(2) 1810(1)			203(1)	221(3)	
LOW GS 1-6		203(4) 250(2) 301(1) 312(1) 322(4)	211(4) 203(2) 212(1) 312(1) 322(1)			
TOTAL	(11)	(12)	(9)	(1)	(3)	(1)

Explanatory Note:

At head of each column is series number of position into which person moved. The series from which people were drawn to fill the positions are listed in each column, grouped into three GS levels of positions entered. In parentheses are the number of cases involved in each instance (multiply by ten to get population estimate).

SERIES IDENTIFICATION

24

117 - Agricultural Economist	362 - EAM Project Planner, Supervisor, Program Supervisor
301 - General Clerical and Administrative	460 - Forestry
303 - Management Analyst (Abolished)	487 - Animal Husbandry
312 - Clerk-Stenographer and Reporter	510 - Accounting
318 - Secretary	544 - Time, Leave and Payroll
322 - Clerk-Typist	560 - Budget Administration
330 - Digital Computer Systems Administration	963 - Legal Instruments Examiner
331 - Digital Computer Programmer	1146 - Agricultural Marketing Specialist
332 - Digital Computer Systems Operator	1520 - Mathematics
334 - Digital Computer Systems Analyst	1521 - Mathematics Technician
341 - Administrative Assistant and Officer	1529 - Mathematical Technician
343 - Management Analyst	1530 - Statistician
344 - Management Technician	1531 - Statistical Clerk
355 - Calculating Machine Operator	
356 - Card Punch Supervisor	
359 - EAM Operator and Supervisor	

Exhibit 14

"PERSONNEL OFFICERS"

SOURCES OF PERSONNEL INVOLVED IN POSITION CHANGES DURING FY 1962, BY CLASSIFICATION
(10% Sample)

Series Entered	S E R I E S					
GS Level Entered	201	203	211	212	221	235
Total						
HIGH GS 12-18	201(5)					201(1)
						(6)
MED GS 7-11	201(2) 301(1) 341(2) 1810(1)		203(1)	221(3)		
						(10)
LOW GS 1-6		203(4) 250(2) 301(1) 312(1) 322(4)	211(4) 203(2) 212(1) 312(1) 322(1)			
						(21)
TOTAL	(11)	(12)	(9)	(1)	(3)	(1)
						(37)

Explanatory Note:

At head of each column is series number of position into which person moved. The series from which people were drawn to fill the positions are listed in each column, grouped into three GS levels of positions entered. In parentheses are the number of cases involved in each instance (multiply by ten to get population estimate).

SERIES IDENTIFICATION

201 - Personnel Assistant, Officer and Specialist
203 - Personnel Clerk
211 - Appointment and Status Changes
212 - Placement Assistant and Specialist
221 - Position Classification Assistant and Specialist
235 - Employee Development Assistant and Specialist
250 - Retirement Clerk
301 - General Clerical and Administrative
312 - Clerk-Stenographer and Reporter
322 - Clerk-Typist
341 - Administrative Assistant and Officer
1810 - Investigator

